

**MINUTE OF THE SEVENTH MEETING OF THE ORGANISATIONAL
DEVELOPMENT COMMITTEE
HELD ON WEDNESDAY 3 FEBRUARY 2016
BOARDROOM, LANGSIDE CAMPUS, GLASGOW CLYDE COLLEGE**

PRESENT:

S Heidinger	Committee Chair
G McGuinness	Committee Vice Chair
S Walsh	Principal
A Muirhead	Board Member
C Walker	Support Staff Board Member

IN ATTENDANCE:

E Harris	Depute Principal
L McGaw	Director of Organisational Development

ACTION

16.01 WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting and Members were asked to introduce themselves. There were no apologies received for the meeting.

16.02 DECLARATIONS OF INTEREST

There were no declarations of interest.

16.03 MINUTES OF PREVIOUS MEETING: 1 OCTOBER 2016

As the current Committee Members were not in post at the time of the previous meeting, those present, who were in attendance on 1 October 2015, were asked to confirm the Minutes were an accurate record. E Harris confirmed that the notes were a true reflection of discussions.

The OD Committee noted the minutes were a true record of discussions.

16.04 NOTES OF SUPPORT AND TEACHING JOINT CONSULTATION AND NEGOTIATING COMMITTEE

S Heidinger referred to the meeting notes issued with the agenda and asked L McGaw to provide an overview of the Joint Consultation and Negotiating Committee (JCNC) structure.

ACTION

Members noted that the College meets with teaching and support unions at least 3 times per year and since the start of the academic session, both sets of Unions had been met with twice. Members were advised that arrangements had been in place for Joint meetings; however, as EIS refuse to attend meetings involving support unions where discussions may turn to issues for negotiation, it has been necessary to re-launch the joint meetings as Management Information Sharing meetings.

L McGaw asked if there were any issues Members wished to raise. S Heidinger sought clarification on the proposal for a bank of staff. L McGaw explained the proposal to have a group of staff who could be multi-skilled and could then be used to provide additional support to areas during peak periods. L McGaw indicated that the College is considering this proposal; however, there are complex issues that would have to be taken into consideration such as financial affordability, how to train people, would this group be new employees or be from current staff cohort, risk of bringing in more staff to the establishment in the current financial climate, how the group would be managed, who would have first call on them etc. Members noted that this is being considered as part of the work of the Task Group.

C Walker sought and received clarification that such a group of staff would not be temporary. E Harris indicated that the EMT had already considered this proposal as a solution and one major concern was what this staff group would do outwith the peak periods. S Walsh reiterated the risk of bringing more staff onto the establishment given the uncertainties facing Colleges in terms of finances which could result in existing staff being put at risk.

C Walker took the opportunity of rehearsing the arrangements that had been in place at the Langside College Student Advice where staff were trained in specialisms.

The OD Committee agreed that there were no immediate issues arising from the JCNC minutes that would have to be brought to the Board's attention.

The OD Committee noted the notes of the Support and Teaching JCNC meetings.

16.05 MATTERS ARISING

All actions were completed with following exception.

EIS Letter

S Heidinger highlighted the outstanding action relating to the EIS submitting a letter to the December 2015 meeting of the Board, reminding those present that no letter had been submitted. L McGaw outlined a discussion that she had with I Macpherson, EIS, when he indicated that [SH1] the EIS would not be submitting a letter until summer 2016. S Heidinger sought and received confirmation that the former Board had not responded to either the EIS February letter or the Management response to that letter. S Heidinger raised concerns that staff are not aware of that situation, especially as the February letter has been circulated to the EIS membership and the Management response had not been considered by the previous Board[SH2]. It was suggested that an update on the work of the Task Group, which was undertaking a range of activity which aligned with the concerns previously raised with EIS, should be sent to staff.

EH

Quarterly Update on Absence Statistics

In response to a query from S Heidinger, L McGaw reported that approval had been sought by correspondence as the previous meeting had not been quorate. Those present noted that due to the removal of the former Board this action had not been completed.

16.06 **ORGANISATIONAL DEVELOPMENT COMMITTEE REMIT**

S Heidinger referred to the Committee Remit issued with the agenda and reminded those present of the discussions that had taken place at the Board Meeting on 9 December 2015, where it was agreed that each Committee would review and update their remit. Members were asked to comment on the proposed remit.

S Heidinger highlighted that the Chair of the Committee is elected by the Board of Management and the Vice Chair by the Committee. S Heidinger proposed that G McGuinness be Vice Chair: A Muirhead seconded the proposal.

S Walsh raised concern with the wording of paragraph 5 and a brief discussion took place as to how best amend this for clarity. It was agreed that the issues should be split into 2 separate bullet points.

LMcG

S Walsh also indicated that, in terms of the National Recognition and Procedure Agreement (NRPA), the Committee's levels of autonomy may change in the future. L McGaw concurred and confirmed that a local RPA currently exists.

ACTION

The OD Committee approved the revised Committee Remit, subject to amendment of Paragraph 5.

LMcG

16.07 **SCOTTISH FUNDING COUNCIL: ANNUAL STAFFING RETURN 2014/15**

S Heidinger invited L McGaw to talk to the report issued with the agenda.

L McGaw provided Members with an outline of the background and purpose of the staffing return and it was noted that this report is the first comparison report for the College since merger in August 2013. Members noted that submission had already been made as the submission deadline did not meet the Committee cycle.

L McGaw outlined to Members the reasons as to why there had been an increase in the teaching and support staff headcount. L McGaw highlighted that more work is required on collecting ethnic origin data and Members noted that a campaign will be run over next couple of months with a view to improving the level of protected characteristics data capture.

Discussion then turned to the numbers of staff undertaking the Teaching Qualification in Further Education (TQFE) and it was noted that numbers have dropped by 9% and that the level of qualified staff is unlikely to increase in the short- medium term future. Detailed discussion took place around associated remission time and the likelihood of any terms and conditions agreed nationally including such in any agreement which will have an impact on other colleges in relation to backfill costs.

E Harris took the opportunity of informing the meeting that there are a number of staff who have volunteered to undertake this qualification in their own time and the College has provided support to those staff by contributing towards fees. S Walsh indicated that whilst there is a list of staff waiting to participate in the qualification there are staff on that list who do not wish to take up the qualification. L McGaw assured the Committee that the EIS are fully supportive that staff do undertake this course and agreement had been reached that staff are allowed to defer for 2 years. However, obtaining this qualification is now part of the teaching contract so staff must complete when the opportunity becomes available

ACTION

In response to a query from S Heidinger, L McGaw reported that all merged colleges are in a similar position. G McGuinness indicated that there is a similar situation in Local Authorities.

E Harris informed those present that the College offers a shorter PDA which prepares staff to undertake the TQFE and this has had a good uptake. L McGaw indicated that Glasgow Region may offer something collectively in the future.

In response to a query from S Heidinger, L McGaw confirmed that the College does gather data on marital status, religion etc; however, that is not required as part of the staffing return. L McGaw took the opportunity to inform the meeting that the College's Equal Opportunities Pro Forma has recently been updated to reflect protected characteristics which will allow a more detailed profile of the staffing establishment to be developed.

C Walker enquired whether data is only collected for new staff. L McGaw explained that there are a number of ways to collect such data, the best being when staff join the organisation. Members noted that the College is about to carry out an exercise to ask staff to check all data on system and ask them to provide/update personal data.

The OD Committee homologated approval of the Annual Staffing Return 2014/15.

16.08 HEALTH AND SAFETY QUARTERLY REPORT

S Heidinger invited L McGaw to talk to the report issued with the agenda.

L McGaw informed the meeting that the report outlines the responsibilities of the Board of Management in relation to Health and Safety and also provides an update on the work undertaken by the Health and Safety Team over the first half of academic session 2015/16.

Members noted the robust Health and Safety Committee structure across the 3 locations. Discussion turned to the statistics and it was noted that the campuses are beginning to align data collection to allow benchmarking to take place.

L McGaw highlighted the reasons why first aider call data is included in this report and assured those present that this data will be recorded separately in future reports.

ACTION

In response to a query, L McGaw confirmed why it is not possible to benchmark with other colleges and Members were assured that Health and Safety arrangements, processes and reports are compliant.

A Muirhead sought and received clarification on the data relating to hospital visits and L McGaw indicated that none of the visits were as a result of injury at the College.

S Walsh intimated that it would be helpful to disaggregate the data so that accidents that happened off site can be separately identified.

LMcG

Discussion then moved to the Occupational Health Surveillance programme carried out annually. Members noted the main areas at risk, such as Engineering and Hair and Beauty, are targeted. Members noted that new staff to the high risk areas are assessed on appointment in order to provide a baseline for future assessments. S Heidinger sought and received clarification that this service is provided by an external contractor.

The OD Committee noted the Health and Safety Report 2015/15.

16.09 ABSENCE STATISTICS QUARTERLY REPORT

L McGaw talked to the report issued with the agenda.

Those present noted that the report details the absence statistics for Glasgow Clyde College for the period 1 August 2015 to 31 October 2015 and that the data is based on working time lost due to sickness absence.

Discussion then took place regarding the higher absence rate than previous years. L McGaw informed those present that the previous OD Committee had set a target absence figure of 3% and that the current rate had been slightly over this target during the last year. L McGaw indicated that, whilst the College expects an increase during the winter months, the current level is causing concern; however, absence is being managed actively and procedures are being utilised such as Occupational Health and counselling as appropriate.

S Heidinger sought and received details of the top causes of absence such as long term serious illness, anxiety, stress and depression, not all of which are work related. Members noted that, additionally, a lot of time is lost to back pain and post-operative recovery.

ACTION

In response to a query from C Walker, L McGaw informed the meeting that Directors of Faculty and Unit Managers receive a breakdown of absence rates for their functions and meet with their HR Adviser if there are any issues. C Walker then queried as to why data relating to temporary staff was not included. L McGaw reported that given the complexities of temporary contracts, it is not easy to monitor and measure absence given the different working patterns. In response to a further query from C Walker, E Harris outlined examples of the differing working patterns.

C Walker queried how many temporary staff were involved and whether the College was valuing them less by not reporting absence. L McGaw firmly stated that data relating to temporary staff is not included as it would give an inaccurate report and emphasised to those present that temporary staff are treated no differently to permanent members of staff. S Heidinger clarified that temporary staff are employees of the College and receive exactly the same treatment, the issue is simply that the administration is too complex to provide useful details within this report.

In response to a query from A Muirhead, L McGaw confirmed that temporary staff are paid the same and have the same rights as all other staff.

S Heidinger stated that the Committee noted the report and that, as a Committee, they would wish to monitor the absence level and key reasons for absence and to know whether the present trend continues. L McGaw was also asked to provide the next meeting with details of the level of absence due to work related stress.

LMcG

16.10 LEARNING AND DEVELOPMENT

Those present were invited to discuss the Learning and Development report issued with the agenda.

L McGaw informed the meeting that the report provides a summary of the key Continuing Professional Development (CPD) activities for College staff in 2014/15 as well as the current and planned activities for the forthcoming year.

Members noted that the College is looking at induction as part of feedback from the staff survey, as staff felt the current arrangements were not adequate. To that end HR have re-introduced face-to-face inductions and staff also receive an induction meeting with their line manager.

ACTION

L McGaw provided a brief outline of the planned February CPD event; an outline of the Lynda.com software and the Bridging the Gap Programme funded by the Glasgow Clyde Education Foundation. In response to a request for more information on the Bridging the Gap programme, L McGaw informed the meeting that the programme is aimed at those staff earning less than £21k to encourage them back into education and it is hoped to put a further bid to the Foundation for another year's funding. A Muirhead indicated that it would be useful if the Foundation could receive details as to how the current programme was progressing. L McGaw outlined plans to have current recipients participate in a video interview detailing their experience and the intention would be to share that with staff, the Board and Foundation.

C Walker queried how this programme had been shared with staff. L McGaw indicated that details had been emailed to staff and uploaded to the staff intranet. C Walker then raised issues with the CPD week indicating that staff in certain areas perceive that they are excluded from participating due to their area having to remain open. L McGaw stated that she would raise the possibility of closing areas with relevant line managers. C Walker stated that it would be a positive message to staff in those areas if they were allowed to participate. S Walsh indicated that functions should be managing staff resources in order that staff can alternate attendance at sessions. C Walker countered that some areas have low staff numbers so that is not possible. L McGaw indicated that in previous years the CPD sessions were held over 3 days in order to allow functions to manage staffing resources; however, given this year there is only one day, line managers will be contacted with a view to closing areas, where possible, to allow attendance.

LMcG

E Harris reminded the meeting that 2 days in June have also been set aside for further CPD sessions.

Discussion then turned to the Mediation training and A Muirhead asked whether the training had been put into practice as yet. L McGaw indicated that the first mediation session is about to take place. Members noted that Conflict Resolution training is also about to take place.

ACTION

L McGaw informed those present that the Professional Development Plan (PDP) pro forma had been issued to staff to complete if they wish as completion is not mandatory. G McGuinness queried whether the College provides an environment for staff to learn within their own time. L McGaw indicated that staff have access to facilities such as libraries and some staff attend evening courses. They also have access to Lynda.com. Members noted the proposal to develop an eLearning resource unit within the Mary Stuart Building with funding from the Foundation which will be accessible to staff.

E Harris referred to the 2 year programme to refresh TQFE qualifications, highlighting that there are cohorts of 12 people working with the Teaching Fellows on a voluntary basis. Once these cohorts have completed the training, it is envisaged that they will then be able to extend the work of Teaching Fellows and work as peer assessors.

In response to a query from G McGuinness, L McGaw indicated that the Lynda.com system can generate data in terms of usage and that statistics can be brought to the next meeting.

LMcG

S Heidinger queried whether PDPs were linked to performance appraisals. L McGaw indicated that there is no appraisal process in place for staff and Unions will not discuss this. Members noted that staff are encouraged to look at their operational plans and tie any development into what is needed to achieve their roles. S Walsh informed the meeting that there is a performance review process in place for senior managers who sit outside the RPA.

C Walker questioned whether PDPs had been issued to staff. L McGaw replied that Line Managers had been sent plans to circulate to their staff. Members noted that the process has been designed as an opportunity for staff to meet with their line manager face-to-face; however, staff may decline to participate. C Walker sought further clarification that the process is not mandatory. L McGaw stated that staff can decline to participate if they wish; however, the College actively encourages staff to participate. Following further discussion, L McGaw agreed to revert to Line Managers to ensure that forms and the offer to meet had been made to all staff.

LMcG

A Muirhead queried whether trend data was available and L McGaw indicated that as the process is not mandatory it is difficult to provide data.

ACTION

S Walsh raised the issue of ensuring the respect at work sessions are included as part of staff induction. L McGaw agreed to feed that back to the HR Group.

16.11 COLLEGE TASK GROUP UPDATE REPORT

S Heidinger invited E Harris to talk to the report issued with the agenda.

E Harris provided those present with background to the Task Group being set up, the work it had carried out to date, and the decision taken at the Board of Management meeting on 9 December 2015 that the OD Committee would assume responsibility for overseeing the progress of the actions agreed by the College Task Group. S Heidinger sought and received confirmation that the staff survey had been issued in February 2015 and closed mid-March 2015.

E Harris referred Members to the matrix issued with the report and explained the data referred to cross college feedback and explained how that data had been analysed. Members noted how the feedback sessions had taken place within each area and that local action plans were now being developed although there were at various stages of completion.

Discussion then moved to the key priority map and Members noted that sub groups have been set up to look at each of the key areas. These sub groups comprise 6 staff and at least one VP and Senior Manager. In depth discussion took place on each area the sub groups were discussing. Members noted that the issues raised were not a surprise and were what Senior Managers would expect to be raised and were the same issues that were raised with any merged organisations. L McGaw stressed that the issues raised are not wholly the province of management to resolve but rather all are a shared responsibility of staff.

S Heidinger sought and received confirmation that the College values are displayed prominently throughout the College, and appear in corporate publications.

ACTION

In response to a query from A Muirhead, L McGaw indicated that it is planned to carry out a temperature test probably in the Autumn; however, there is no plan to run a full survey at this time. A Muirhead queried whether the temperature test will be carried out internally and L McGaw responded that it would be carried out internally. In response to a further query from A Muirhead regarding monitoring arrangements, E Harris indicated that each Director has responsibility for a Unit or Faculty and progress will be managed through the action plans.

Members queried the colour coding which appears to contraindicate the outcome and L McGaw explained that the colour coding is the result of the way the survey provider analysed results. S Walsh outlined the reasons why an external provider had carried out the survey and how the questions had been developed originally for use in another survey. It was also noted the staffing structure had not been fully completed at the point the survey was issued and that the other Glasgow Colleges did not carry out a similar survey.

A Muirhead turned the discussion to monitoring and control of this work and developing the culture of the College. S Walsh outlined the Culture and Values report that had been carried out prior to merger and the work that had been undertaken prior to February 2015 to develop the Clyde culture. L McGaw indicated that she and I McPherson, EIS, had met to discuss the best way of further developing culture and values within the College. E Harris informed those present that as staff are moving across campuses there is much more integration which supports this work.

G McGuinness offered to share the results of the most recent SDS staff survey for interest GMcG

ACTION

C Walker raised concerns that units were not focussing on the correct areas when developing their actions plans and should only focus on the red areas rather than the amber, then referenced job evaluation appeals, workload issues and went on to state that there has been inconsistency across College as to how many meetings have taken place. E Harris confirmed that the College is aware of the inconsistencies and are taking steps to address that and that job evaluation appeals are in process. L McGaw indicated that the College is looking at a range of workload issues including that of Faculty Administration. C Walker recognised that issues need to be resolved and that the College is trying to resolve them; however, went on to state that there is a gap in information and that work being done is not necessarily being captured or fed back to staff. In response to a query from S Walsh as to whether the student advice self-evaluation report included reference to staff survey issues, C Walker indicated that she had not been involved in writing that report so could not comment.

S Heidinger queried what the Task Group were doing in terms of communication and E Harris informed the meeting that information would be disseminated to staff and she would ensure that communication is on the agenda for the next meeting of the Task Group. E Harris reminded the meeting that Board Communiqué Number 2 did indicate that the Task Group report would be issued to staff.

EH

S Heidinger suggested that team meetings should be discussing the issues and CMT should be asking local managers for updates. S Walsh informed the meeting that everyone in the College has a representative on CMT so there already exists a way for everyone to have access to CMT, additionally, there are regular staff briefings where information is cascaded. S Walsh suggested that the gap is that staff need to understand they have a voice.

S Heidinger outlined the Strathclyde University business improvement process, which had a particular emphasis on staff communication and engagement, and offered to host a visit to Strathclyde to enable key GCC staff to review this process.

SH

S Heidinger then turned the discussion again to the EIS letter, released to EIS Members in November but not responded to by the former Board. E Harris reiterated that the Management response had been put to the former Board in March 2015 but it had not been discussed nor responded to.

ACTION

S Walsh informed the meeting that the Task and Finish group had been set up originally to develop a potential social partnership model and was not set up to look at the issues raised within the EIS letter. E Harris concurred stating that once the survey had been completed the Task and Finish group took up the issues arising from that and those contained within the EIS letter and had not looked at social partnership. S Heidinger indicated that the EIS members should be informed of this. L McGaw reiterated her understanding that the EIS will issue a letter to the Board in Summer to close off the original letter. In the meantime, an update on the work of the Task Group would be sent to staff.

Task
Group
Chair?

16.12 NATIONAL BARGAINING

L McGaw provided the meeting with a verbal update on the work of the National Joint Consultation Committee (NJCC) in relation to National Bargaining. Members noted that the Glasgow Colleges and UHI have not signed the NRPA due to concerns about governance issues and what impact there will be on charitable status. Members noted that there are also concerns around the national bargaining mechanism as Colleges have not delegated authority to negotiate to the Regional Board. Members noted that A Linkston is keen to honour any pay awards agreed.

The Committee noted that the support staff side has agreed to the offer of 1%, or one off payment of £300, whichever is the greater, plus 2 additional unconsolidated annual leave days which will be backdated to April 2015. L McGaw indicated that the Board will be asked to approve the proposal that the College pay this award in the March Pay run. Members noted that backdating such a pay award to April 2015, means that public body pay award level of 1% has been breached. Implications of this are being investigated.

With regards to the Teaching Side, Members noted that the local EIS/FELA branch has declared a dispute in terms of not signing the NRPA and that a ballot will now take place for industrial action.

ACTION

In response to a query from G McGuinness, the Committee noted the work that was being undertaken by the Glasgow Colleges and Colleges Scotland to address the outstanding governance concerns in relation to signing the NRPA.

S Walsh informed those present that the recommendation from Colleges Scotland was to pay the lecturing staff the 1% increase in the March pay run. Members noted that as the College still have a local RPA in place there may be an issue if the College impose this payment, which highlights the concerns with the existing negotiating mechanism.

S Heidinger sought and received confirmation that the College will be considering practical issues and planning for industrial action.

16.13 **VOLUNTARY SEVERANCE SCHEME – ACADEMIC SESSION 2015/16**

The Committee Chair invited L McGaw to talk to the report issued with the agenda.

L McGaw rehearsed the reasons why the VS Scheme had been opened up in all 3 Glasgow Colleges, with the aim of the scheme being to achieve a reduction in staffing costs by voluntary means for the start of Academic Session 2016/17.

Members noted that the overarching principle will be the achievement of the Glasgow Colleges' Curriculum and Estates Review. Members noted that a Regional business case is being drawn up for submission to the SFC and that detailed information will be brought to the Extra Ordinary Board meeting.

Discussion then took place on the criteria for the approval process. E Harris indicated that decisions would be made on a no replacement basis. Discussion took place around the applications relating to senior management posts and the consequences if these are approved. A Muirhead sought and received confirmation that as far as the College is aware SFC will meet the costs of the VS under the Curriculum and Estates Review.

ACTION
LMcG

S Heidinger counselled that formal records should be kept of decisions taken not to approve applications in case any members of staff seeks to take action against the College. S Heidinger sought and received an explanation as to why in previous schemes teaching applications were approved and then posts had to be refilled, noting there had been no direct backfilling of posts.

16.14 STAFFING PROFILE – JANUARY 2016

L McGaw talked to the report issued with the agenda.

The Committee noted that the report provide details of the current staffing profile for the College as at 19 January 2016 and that the data do not include temporary staff.

L McGaw agreed to bring turnover data to the next meeting of the Committee.

LMcG

16.15 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

The OD Committee discussed issues relating to staffing profile, the importance of due diligence around approving or refusing Voluntary Severance requests and that the College is working to increase data on protected characteristics.

16.16 REVIEW OF PAPERS

S Heidinger indicated there were typographical errors in the minute and one of the papers had been missing an attachment. C Walker raised the issue of the date of the meeting being changed without her knowledge and it was noted that the Board and Committee schedule is posted on the Board Secure page.

16.17 ANY OTHER BUSINESS

There were no other items for discussion.

16.18 DATE OF NEXT MEETING

4.30 pm on 11 May 2016.